



DAVID SANDERS, PH.D.
Director

County of Los Angeles DEPARTMENT OF CHILDREN AND FAMILY SERVICES

425 Shatto Place, Los Angeles, California 90020
(213) 351-5602

Board of Supervisors
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Fifth District

January 25, 2005

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, CA 90012

Dear Supervisors:

REQUEST TO APPROVE AMENDMENT NUMBER THREE TO EXTEND WRAPAROUND PHASE I AND PHASE II AGREEMENTS (ALL SUPERVISORIAL DISTRICTS) (3 VOTES)

IT IS RECOMMENDED THAT YOUR BOARD:

1. Approve the attached Form Amendments (Attachment A and Attachment B) to extend the contract terms of the eleven (11) Wraparound Phase I and Phase II Agreements with the contractors listed in Attachment C, for six (6) months from February 1, 2005 through July 31, 2005, with an option for two additional three-month extension periods, from August 1, 2005 through October 31, 2005 and from November 1, 2005 through January 31, 2006, respectively, for provision of Wraparound services. The Amendments will also revise the payment structure for federally eligible children participating in the Wraparound program. Assuming both extension options are exercised, the estimated cost of the Amendments is \$22,153,824. The costs will be financed using \$8,861,530 State revenue and \$13,292,294 net County cost (NCC). Sufficient funding is included in the FY 2004-05 Adopted Budget.
2. Delegate authority to the Director of the Department of Children and Family Services (DCFS) to execute the Form Amendments with the eleven contractors indicated on Attachment C; and instruct the Director of DCFS to notify your Board and the Chief Administrative Office (CAO) in writing within ten workdays of executing the Amendments.

3. Delegate authority to the Director of DCFS to exercise the two three-month extension options for the period of August 1, 2005 through October 31, 2005 and November 1, 2005 through January 31, 2006, after CAO approval, if the extensions are necessary to avoid a lapse in Wraparound services pending completion of a new solicitation; and instruct the Director of DCFS to notify your Board and the CAO in writing within ten workdays of exercising either of the two three-month extension options

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

The recommended actions will allow DCFS to: (1) modify payment language for the current Agreements due to a reduction of federal funds that occurred after December 31, 2004; and (2) continue providing Wraparound services to approximately 400 federally eligible and non-federally eligible children pending completion of a new solicitation process.

If the recommended actions are not approved, Wraparound services to children with critical needs will cease; and the affected children may have to be placed in out-of-home-care or may be denied permanent placement.

This Board letter does not comply with the Board's policy requiring timely submission of contracts to your Board for approval. Late submission is the result of a reduction in federal funding which necessitated identification of alternative payment structures for federally eligible children currently enrolled in the Wraparound program.

Implementation of Strategic Plan Goals

The recommended actions are consistent with the principles of the Countywide Strategic Plan, Goal 1 (Service Excellence) and Goal 5 (Children and Families' Well-being). The recommended actions provide for continuation of coordinated services to improve health, safety and survival, and emotional and social well-being outcomes for children and families.

FISCAL IMPACT/FINANCING

Assuming both extension options are exercised, the estimated cost of the Amendments is \$22,153,824. The costs will be financed using \$8,861,530 (40%) State revenue and \$13,292,294 (60%) NCC. Sufficient funding is included in the FY 2004-05 Adopted Budget.

The Federal Government has extended the expiration date of the Title IV-E Waiver (Waiver) from December 31, 2004 to June 30, 2005. Under the Waiver extension, the Federal Government will pay the cost for federally-eligible children enrolled in Wraparound prior to June 30, 2004 at a monthly rate equal to 50% of the cost neutrality rate (as established from the data gathered during the original Waiver period); however, that rate has not yet been finalized. In the absence of the federal cost neutrality rate, the fiscal information provided here and the Form Amendments are based on the following assumptions:

- (1) Approximately 49% of the currently enrolled children are federally eligible and 51% are non-federally eligible.
- (2) Contractors will be reimbursed for non-federally eligible children at the current Rate Classification Level (RCL) 13 rate of \$5,994 per month.
- (3) Contractors will be reimbursed for federally eligible children at one-half of the RCL 13 rate which is \$2,997 per month.
- (4) The State will pay 40% of the cost for both federally eligible and non-federally eligible children.

These assumptions are the "worst case" scenario. The Wraparound sharing ratio for federally eligible children (whether the payment rate is the RCL 13 rate, one-half of the RCL 13 rate, or the federal cost neutrality rate) is 50% Federal, 20% State (i.e., 40% of the non-federal share) and 30% County (i.e. 60% of the non-federal share). Since the federal cost neutrality rate will not be higher than the RCL 13 rate, DCFS is proposing to pay for federally-eligible children at one-half of the RCL 13 rate (i.e., assume no federal revenue) pending resolution of the federal cost neutrality rate/federal funding issue. The NCC required will be no more than required under the original terms of the Waiver.

FACTS AND PROVISION/LEGAL REQUIREMENTS

On October 20, 1998, your Board committed to the development of a long-term system of care for returning children to permanent families supported by the services they need to live safely and well within their communities. The Interagency Children's Services Consortium (Consortium) adopted the Wraparound Approach as the foundation for building the system. Wraparound is a strengths-based, family-centered approach that allows greater flexibility in the use of foster care dollars to respond to the varying,

multiple and complex needs of children who are in foster care or at risk at being placed or institutionalized.

On August 1, 2000, your Board approved a Memorandum of Understanding with the California Department of Social Services (CDSS) to provide service alternatives to group home care, which included Los Angeles County's plan to implement the Wraparound Approach Countywide. On October 10, 2000, your Board approved the first Phase of Wraparound for Service Planning Areas (SPAs) 2 and 3. On November 13, 2001, your Board approved Phase II of Wraparound, which resulted in additional Agreements to effectively cover all eight (8) SPAs within the County.

The termination dates for the Phase I and Phase II Agreements were initially different. On December 17, 2002, your Board approved synchronizing all Agreements to terminate on July 31, 2004, in keeping with the Federal Wraparound Title IV-E Waiver (Waiver) sunset date in effect at that time.

The Department had begun a new procurement process and had completed drafting a Request for Statement of Qualifications (RFSQ). A decision was then made to revise the RFSQ to comply with DCFS' commitment to outcome/performance based contracting. Pursuant to State regulations, DCFS requested and obtained approval from CDSS to extend the contracts. On July 20, 2004, your Board approved the extension of the Wraparound contracts for up to six months from July 31, 2004 through January 31, 2005.

Extension of the Agreements and revision of the payment structure for federally-eligible children will allow DCFS to address critical funding issues while continuing services to approximately 400 children pending resolution of the federal cost neutrality rate issue in order to include the appropriate payment structure in the new solicitation process. Upon resolution of the cost neutrality rate issue and completion of an analysis of the cost impact and impact on services, the Department will return to the Board for a decision on whether to continue to pay 50% of the RCL 13 rate for federally eligible children or to implement the federal cost neutrality rate for federally eligible children.

DCFS delayed solicitation development in order to evaluate alternate Wraparound payment models. The recommended actions will allow DCFS sufficient time to resolve the payment structure, modify payment language for the current Agreements and implement the new language for the upcoming solicitation and new agreements.

Over the last six months, the contractors have been informed of pending rate changes due to specified funding changes. Although many expressed concern, most have prepared for changes to the rate for federally eligible children. Should any contractor not be able to continue providing services, the Department is prepared to refer the children to the other remaining Wraparound contractors or refer them for Department of Mental Health (DMH) System of Care services; DMH concurs and is prepared to provide any needed services.

All contractors listed in Attachment C are in compliance with all Board, CAO, and County Counsel requirements. This Board Letter is in compliance with all Board, CAO, and County Counsel requirements. The Board Letter has been reviewed by the CAO and County Counsel. The Form Amendments have been reviewed and approved by County Counsel as to form.

CONTRACTING PROCESS

The Phase I and Phase II Wraparound Agreements were the result of competitive Requests for Proposals (RFPs) conducted by the Chief Administrative Office in 2000 and 2001, respectively. A solicitation was not conducted for these Form Amendments. Pursuant to State regulations, however, DCFS requested and received CDSS approval to extend the Wraparound contracts for up to one year through the use of negotiated procurement. Specifically, CDSS determined that State regulation section 23-650.18 authorizes the County to conduct such negotiated procurements for the services currently provided through the present Wraparound contracts, while attempting to procure additional contractors.

IMPACT ON CURRENT SERVICES

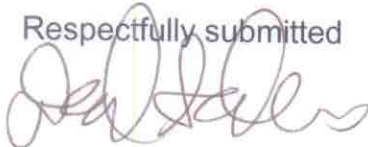
Extension of the Wraparound Agreements through July 31, 2005 and the option of two additional three-month extensions will allow for continuation of services and support to children served under Wraparound. This should allow a continued reduction in the number of children who are served at juvenile hall and psychiatric hospitals.

CONCLUSION

Upon execution and approval of this request, instruct the Executive Officer-Clerk of the Board to send an adopted copy of this Board Letter and attachments to:

1. Department of Children and Family Services
Attention: Walter Chan, Contract Manager
Contract Administration
425 Shatto Place, Room 400
Los Angeles, CA 90020
2. County Counsel
Attention: Vicki Kozikoujekian, Senior Deputy County Counsel; Rose Belda,
Principal Deputy County Counsel.
Edmund D. Edelman Children's Court
201 Center Plaza Drive, Suite 1
Monterey Park, CA 91754

Respectfully submitted



DAVID SANDERS, Ph.D.
Director

DS:WC:RR:ep

Attachments (2)

- c: Chief Administrative Office
County Counsel
Department of Mental Health
Chief Probation Officer

**AMENDMENT NUMBER THREE
WRAPAROUND APPROACH AGREEMENT
PHASE I**

AMENDMENT NUMBER THREE ("Amendment Three") TO WRAPAROUND APPROACH AGREEMENT WITH _____, EXECUTED BY THE CHAIRMAN OF THE BOARD OF SUPERVISORS ON BEHALF OF THE BOARD OF SUPERVISORS ON OCTOBER 10, 2000 ("Agreement"), IS MADE AND ENTERED INTO BY AND BETWEEN THE COUNTY OF LOS ANGELES, ("COUNTY") AND _____, ("CONTRACTOR") AS OF THIS _____ DAY OF _____ 2005.

WHEREAS, the parties have previously entered into an Agreement (which includes, through incorporation, the terms/conditions of Amendments Number One and Number Two) to provide Wraparound Approach services; and

WHEREAS, the current Wraparound Approach Agreement is due to expire January 31, 2005; and

WHEREAS, the COUNTY has determined a need to extend the Agreement for the provision of Wraparound Approach services for an additional six months, from February 1, 2005 through July 31, 2005 with an option for two additional three month extensions, from August 1, 2005 through October 31, 2005, and November 1, 2005 through January 31, 2006;

NOW THEREFORE, in consideration of the mutual promises, covenants and conditions set forth herein, the COUNTY and CONTRACTOR mutually agree to the following modifications to the Agreement:

1. Section **1.0, APPLICABLE DOCUMENTS**, Subsection 1.1 is deleted in its entirety and replaced with the following:
 - 1.1. Exhibits A, B, B-1, B-2, B-3, C, D, E, F, G, H, and I set forth below are attached to and form a part of this Agreement.
2. Section **1.0, APPLICABLE DOCUMENTS**, Subsection 1.2 is amended to add EXHIBIT B-3 attached hereto and incorporated by reference, as follows:
 - 1.2 EXHIBIT B-3 (a) Budget, February 1, 2005 through July 31, 2005; and (b) Budget, August 1, 2005 through October 31, 2005; and (c) Budget, November 1, 2005 through January 31, 2006 (the latter two budgets are to apply respectively if each option to extend is exercised) are added to Exhibit B, Exhibit B-1 and Exhibit B-2.
3. Section **4.0, TERM AND TERMINATION**, is deleted in its entirety and replaced with a new Section **4.0, TERM AND TERMINATION**, to read as follows:

4.0 TERM AND TERMINATION

4.1 The term of this Agreement shall commence on October 10, 2000 and shall continue through July 31, 2005, unless terminated earlier as provided herein.

4.2 The term of this Agreement may be continued at the option of the Director of DCFS, after Chief Administrative Office approval, for two additional three-month extensions, from August 1, 2005 through October 31, 2005, and from November 1, 2005 through January 31, 2006, respectively, by providing written notice to CONTRACTOR not later than thirty (30) days prior to the end of the contract term. Notice shall be given as set forth in Section 24.0 of this Agreement.

4. Section 5.0, **MONTHLY RATE**, is deleted in its entirety and replaced with a new Section 5.0, **MONTHLY RATE**, to read as follows:

5.1 Payment by COUNTY to CONTRACTOR for the services specified in this Agreement for each Wraparound slot occupied by a non-federally eligible child shall be the monthly Rate Classification (RCL) 13 rate not to exceed \$5,994 per month. Payment by COUNTY to CONTRACTOR for the services specified in this Agreement for each Wraparound slot occupied by a federally eligible child shall be one-half of the RCL 13 rate not to exceed \$2,997 per month. The respective monthly rate shall be used to provide Wraparound services to federally eligible children enrolled prior to June 30, 2004 and to non-federally eligible children regardless of enrollment date unless otherwise indicated by the California Department of Social Services (CDSS) and/or the Administration on Children and Families (ACF) Children's Bureau.

5.2 If CDSS approves a higher RCL 13 rate, or the ACF extends the Title IV-E Child Welfare Waiver Demonstration Project or the ACF approves California's Title IV-E Waiver, or the ACF modifies the current class of federally eligible enrollees, an amendment may be executed pursuant to Section 2.0, Changes and Amendments, above.

5.3 During the entire term of this Agreement, CONTRACTOR shall continue to provide services in the form and at the levels described herein.

5.4 A minimum of twenty-five (25) slots will be allocated to the CONTRACTOR. The COUNTY, however, reserves the right to fill less than twenty-five (25) slots.

5.5 COUNTY has no obligation to pay for expenditures by CONTRACTOR that exceed the Monthly Rate set forth in Section 5.1, herein.

5. Section **13.0, RECORDS AND AUDITS**, subsections 13.4 and 13.7 are modified to read as follows:

- 13.4 All uses of any AFDC-FC funds, of any State funds, and/or of any county funds paid to CONTRACTOR by COUNTY and other payers for provision of services under this Agreement are subject to review and/or audit by DCFS, County's Auditor Controller or its designee, or the State of California. Such reviews and/or audits shall encompass all of CONTRACTOR'S financial, program, employees, subcontractors, and children's records related to services provided under this Agreement, and any other financial transactions, as determined necessary, to ensure that such funds have been accounted for and expended in accordance with the regulations set forth in Section 8.0. CONTRACTOR shall, during normal business hours, allow appropriate COUNTY, State, and Federal agencies, including California Department of Social Services (CDSS), COUNTY'S Auditor Controller or its designee to evaluate, audit, review, inspect, and monitor CONTRACTOR'S accounting books and records of program operations, including the interview of CONTRACTOR'S staff, insurance agents, bank, personnel, vendors, and subcontractors. CONTRACTOR shall ensure the cooperation of all subcontractors, its staff and board members in all such efforts.
- 13.7 In the event that an audit is conducted of CONTRACTOR by COUNTY, COUNTY may send a copy of such audit to CDSS for appropriate action. If as a result of an audit or investigation, the COUNTY in its sole discretion, determines that a violation of an obligation under this Agreement has occurred or that audit expenses exist, CONTRACTOR shall pay to the COUNTY the full amount of CONTRACTOR'S liability for such violations or audit remedies specified in this Agreement.

EXCEPT AS SPECIFICALLY PROVIDED TO THE CONTRARY IN THIS AMENDMENT, ALL OTHER TERMS AND CONDITIONS OF THE AGREEMENT (INCLUDING, THROUGH INCORPORATION, THE TERMS/CONDITIONS OF AMENDMENTS NUMBER ONE AND NUMBER TWO) SHALL REMAIN IN FULL FORCE AND EFFECT.

AMENDMENT NUMBER THREE
WRAPAROUND APPROACH AGREEMENT
PHASE I

IN WITNESS WHEREOF, the Board of Supervisors of the County of Los Angeles has caused this Amendment Number Three to be subscribed on its behalf by the Director of the Department of Children and Family Services and

_____,
either a single agency singly referred to as CONTRACTOR, -OR- two agencies jointly and severally referred to collectively as CONTRACTOR, has/have caused this Agreement to be subscribed in its/their behalf by its/their duly authorized officer(s) as of this _____ day of _____ 2005. The person(s) signing on behalf of the CONTRACTOR warrant under penalty of perjury that such person(s) is/are authorized to bind the CONTRACTOR.

COUNTY OF LOS ANGELES

By _____
David Sanders, Ph.D.
Director, Department of Children and Family
Services

CONTRACTOR

By _____

Name _____

Title _____

By _____

Name _____

Title _____

Tax Identification Number

CONTRACTOR

By _____

Name _____

Title _____

By _____

Name _____

Title _____

Tax Identification Number

APPROVED AS TO FORM:
BY THE OFFICE OF COUNTY COUNSEL
RAYMOND G. FORTNER, JR.
Chief Deputy County Counsel
BY _____
Deputy County Counsel

**AMENDMENT NUMBER THREE
WRAPAROUND APPROACH AGREEMENT
PHASE II**

AMENDMENT NUMBER THREE ("Amendment Three") TO WRAPAROUND APPROACH AGREEMENT WITH _____, EXECUTED BY THE CHAIRMAN OF THE BOARD OF SUPERVISORS ON BEHALF OF THE BOARD OF SUPERVISORS ON _____ ("Agreement"), IS MADE AND ENTERED INTO BY AND BETWEEN THE COUNTY OF LOS ANGELES, ("COUNTY") AND _____, ("CONTRACTOR") AS OF THIS _____ DAY OF _____ 2005.

WHEREAS, the parties have previously entered into an Agreement (which includes, through incorporation, the terms/conditions of Amendments Number One and Number Two) to provide Wraparound Approach services; and

WHEREAS, the current Wraparound Approach Agreement is due to expire January 31, 2005; and

WHEREAS, the COUNTY has determined a need to extend the Agreement for the provision of Wraparound Approach services for an additional six months, from February 1, 2005 through July 31, 2005 with an option for two additional three month extensions, from August 1, 2005 through October 31, 2005, and November 1, 2005 through January 31, 2006;

NOW THEREFORE, in consideration of the mutual promises, covenants and conditions set forth herein, the COUNTY and CONTRACTOR mutually agree to the following modifications to the Agreement:

1. Section 1.0, **APPLICABLE DOCUMENTS**, Subsection 1.2 is deleted in its entirety and replaced with the following:
 - 1.2. Exhibits A, B, B-1, B-2, B-3, C, D, E, F, G, H, I and J set forth below are attached to and form a part of this Agreement.
2. Section 1.0, **APPLICABLE DOCUMENTS**, Subsection 1.3 is amended to add EXHIBIT B-3 attached hereto and incorporated by reference, as follows:
 - 1.3 EXHIBIT B-3 (a) Budget, February 1, 2005 through July 31, 2005; and (b) Budget, August 1, 2005 through October 31, 2005; and (c) Budget, November 1, 2005 through January 31, 2006 (the latter two budgets are to apply respectively if each option to extend is exercised) are added to Exhibit B, Exhibit B-1 and Exhibit B-2.
3. Section 4.0, **TERM AND TERMINATION**, is deleted in its entirety and replaced with a new Section 4.0, **TERM AND TERMINATION**, to read as follows:

4.0 TERM AND TERMINATION

4.1 The term of this Agreement shall commence on _____ and shall continue through July 31, 2005, unless terminated earlier as provided herein.

4.2 The term of this Agreement may be continued at the option of the Director of DCFS, after Chief Administrative Office approval, for two additional three-month extensions, from August 1, 2005 through October 31, 2005, and from November 1, 2005 through January 31, 2006, respectively, by providing written notice to CONTRACTOR not later than thirty (30) days prior to the end of the contract term. Notice shall be given as set forth in Section 14.0 of this Agreement.

4. Section **5.0, MONTHLY RATE**, is deleted in its entirety and replaced with a new Section **5.0, MONTHLY RATE**, to read as follows:

5.1 Payment by COUNTY to CONTRACTOR for the services specified in this Agreement for each Wraparound slot occupied by a non-federally eligible child shall be the monthly Rate Classification (RCL) 13 rate not to exceed \$5,994 per month. Payment by COUNTY to CONTRACTOR for the services specified in this Agreement for each Wraparound slot occupied by a federally eligible child shall be one-half of the RCL 13 rate not to exceed \$2,997 per month. The respective monthly rate shall be used to provide Wraparound services to federally eligible children enrolled prior to June 30, 2004 and to non-federally eligible children regardless of enrollment date unless otherwise indicated by the California Department of Social Services (CDSS) and/or the Administration on Children and Families (ACF) Children's Bureau.

5.2 If CDSS approves a higher RCL 13 rate or the ACF extends the Title IV-E Child Welfare Waiver Demonstration Project or the ACF approves California's Title IV-E Waiver, or the ACF modifies the current class of federally eligible enrollees, an amendment may be executed pursuant to Section 2.0, Changes and Amendments, above.

5.3 During the entire term of this Agreement, CONTRACTOR shall continue to provide services in the form and at the levels described herein.

5.4 A minimum of twenty-five (25) slots will be allocated to the CONTRACTOR. The COUNTY, however, reserves the right to fill less than twenty-five (25) slots.

5.5 COUNTY has no obligation to pay for expenditures by CONTRACTOR that exceed the Monthly Rate set forth in Section 5.1, herein.

5. Section **9.0, RECORDS AND AUDITS**, subsections 9.4 and 9.8 are modified to read as follows:

- 9.4 All uses of any AFDC-FC funds, of any State funds, and/or of any county funds paid to CONTRACTOR by COUNTY and other payers for provision of services under this Agreement are subject to review and/or audit by DCFS, County's Auditor Controller or its designee, or the State of California. Such reviews and/or audits shall encompass all of CONTRACTOR'S financial, program, employees, subcontractors, and children's records related to services provided under this Agreement, and any other financial transactions, as determined necessary, to ensure that such funds have been accounted for and expended in accordance with the regulations set forth in Section 8.0. CONTRACTOR shall, during normal business hours, allow appropriate COUNTY, State, and Federal agencies, including California Department of Social Services (CDSS), COUNTY'S Auditor Controller or its designee to evaluate, audit, review, inspect, and monitor CONTRACTOR'S accounting books and records of program operations, including the interview of CONTRACTOR'S staff, insurance agents, bank, personnel, vendors, and subcontractors. CONTRACTOR shall ensure the cooperation of all subcontractors, its staff and board members in all such efforts.
- 9.8 In the event that an audit is conducted of CONTRACTOR by COUNTY, COUNTY may send a copy of such audit to CDSS for appropriate action. If as a result of an audit or investigation, the COUNTY in its sole discretion, determines that a violation of an obligation under this Agreement has occurred or that audit expenses exist, CONTRACTOR shall pay to the COUNTY the full amount of CONTRACTOR'S liability for such violations or audit remedies specified in this Agreement.

EXCEPT AS SPECIFICALLY PROVIDED TO THE CONTRARY IN THIS AMENDMENT, ALL OTHER TERMS AND CONDITIONS OF THE AGREEMENT (INCLUDING, THROUGH INCORPORATION, THE TERMS/CONDITIONS OF AMENDMENTS NUMBER ONE AND NUMBER TWO) SHALL REMAIN IN FULL FORCE AND EFFECT.

AMENDMENT NUMBER THREE
WRAPAROUND APPROACH AGREEMENT
PHASE II

IN WITNESS WHEREOF, the Board of Supervisors of the County of Los Angeles has caused this Amendment Number Three to be subscribed on its behalf by the Director of the Department of Children and Family Services and

_____, either a single agency singly referred to as CONTRACTOR, -OR- two agencies jointly and severally referred to collectively as CONTRACTOR, has/have caused this Agreement to be subscribed in its/their behalf by its/their duly authorized officer(s) as of this _____ day of _____ 2005. The person(s) signing on behalf of the CONTRACTOR warrant under penalty of perjury that such person(s) is/are authorized to bind the CONTRACTOR.

COUNTY OF LOS ANGELES

By _____
David Sanders, Ph.D.
Director, Department of Children and Family
Services

CONTRACTOR

By _____

Name _____

Title _____

By _____

Name _____

Title _____

Tax Identification Number

CONTRACTOR

By _____

Name _____

Title _____

By _____

Name _____

Title _____

Tax Identification Number

APPROVED AS TO FORM:
BY THE OFFICE OF COUNTY COUNSEL
RAYMOND G. FORTNER, JR.
Chief Deputy County Counsel
BY _____
Deputy County Counsel

**Los Angeles County
Department of Children of Family Services**

Lead Wraparound Agencies
By Service Planning Areas (SPA)

There are a total of eleven (11) Wraparound contracts with seven (7) agencies serving eight (8) SPAs in Los Angeles County. The contractors and respective SPAs are as follows:

Contractor	Phase	SPA
Penny Lane Centers, Inc.	II	1
San Fernando Valley Community Mental Health Center, Inc.	I	2
The Help Group Child and Family Center	II	2
Pasadena Children's Training Society, Inc., dba The Sycamores and Vista Del Mar Child and Family Services	I	3
Vista del Mar Child and Family Services and Pasadena Children's Training Society, Inc., dba The Sycamores	II	4
Hamburger Home, Inc., dba Aviva Family and Children's Services	II	4
Star View Children and Family Services, Inc.	II	4
Vista del Mar Child and Family Services and Pasadena Children's Training Society, Inc., dba The Sycamores	II	5
Star View Children and Family Services, Inc.	II	6
Olive Crest Treatment Centers	II	7
Star View Children and Family Services, Inc.	II	8